

EXHIBIT 7

Hon. Tiffany M. Cartwright

UNITED STATES DISTRICT COURT
FOR THE WESTERN DISTRICT OF WASHINGTON
AT TACOMA

JOANN LEDOUX,

Plaintiff,

v.

OUTLIERS, INC., DANIEL FREED, MATT
RUBIN, BRAND NUTRACEUTICALS, INC.,
BRAND PACKAGING GROUP, INC., and
JOHN AND JANE DOES 1–5,

Defendants.

CASE NO. 3:24-cv-5808-TMC

**DECLARATION OF MARANDA
LUJAJOHNSON**

1. My name is Maranda Lujajohnson. I am over eighteen years of age and am competent to testify to the matters set forth in this declaration.

2. From October 2020 to January 2022, I was employed at Outliers, Inc. (“Thesis”) as Head of Customer Experience. From January 2022 to January 2023, I was employed at Thesis as Director of Special Projects. From January 2023 through the present, I have been a part-time advisor to Thesis.

3. I have personal knowledge of the facts in this declaration, and I obtained personal knowledge of these facts during my employment as Thesis’s Head of Customer Experience.

4. In that position, my duties and responsibilities included customer support and customer website experience. As the second employee hired by Thesis, every customer issue came through me or Thesis’s founder, Daniel Freed.

1 5. In accordance with my duties and responsibilities as Thesis's Head of Customer
2 Experience, from October 2020 to January 2022, I had to learn and understand all aspects of
3 Thesis's website from the customer's point of view. As a result, I was familiar with and had
4 personal knowledge of all aspects of Thesis's website as it related to the customer experience,
5 including how customers bought Thesis products online from <https://www.findmyformula.com>
6 ("Find My Formula"). I was also familiar with and had personal knowledge of the terms and
conditions published and linked to the Find My Formula checkout page.

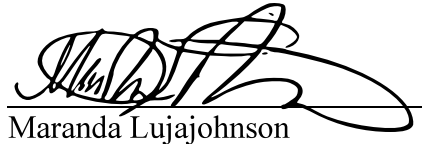
7 6. In March 2021, the Find My Formula checkout page contained a large "purchase"
8 button. A check box was located just above that button. The check box was followed by text to
9 the effect of: "I have read and agree to the Terms and Conditions and Medical Disclaimer."
10 Thesis's Terms and Conditions ("Terms") were hyperlinked to that text. Thus, a customer had
11 the ability to view the Terms in their entirety before making a purchase. A customer had to first
12 check the box agreeing to the Terms in order to buy a subscription of Thesis supplements on
13 Find My Formula. In fact, the purchase option was "grayed out," meaning that the checkout
could not proceed unless the customer first affirmatively checked the box agreeing to Thesis's
Terms. A customer could not buy a subscription of Thesis products in March 2021 without
having first clicked the box agreeing to Thesis's terms.

14 7. I have reviewed Exhibit A, which is a Wayback Machine capture of
15 <https://www.findmyformula.com/terms> from June 22, 2021. It is available at
16 <https://web.archive.org/web/20210622045132/https://www.findmyformula.com/terms>. In my
17 former role as Thesis's Head of Customer Experience, I reviewed and was familiar with the
18 Terms present on Find My Formula in March 2021, and thus have personal knowledge of the
Terms.

19 8. The language in Exhibit A also accurately reflects the Terms that were
hyperlinked in the text following the check box in March 2021.

20 9. I declare under penalty of perjury, under the laws of the United States of America,
21 that the foregoing is true and correct.

Executed this 18th day of March, 2025, in New York, New York.



Maranda Lujajohnson

Exhibit A

Terms and Conditions

CAREFULLY READ THESE TERMS & CONDITIONS BEFORE ORDERING

INTRODUCTION

These Terms and Conditions (“Agreement” or “Terms”) constitute a binding written agreement between OUTLIERS INC., and its affiliated entities (collectively “Company,” “we,” “us,” or “our”) and you (“you” or “Customer”). To make these Terms easier to read, the services offered by the Website are collectively called “Services.”

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